

Army Programs

COMMAND LOGISTICS REVIEW PROGRAM (CLRP)

**Summary.** This pamphlet prescribes objectives, procedures, responsibilities, team composition, and administrative instructions for the NGB Command Logistics Review Program, Command Logistics Review Team (CLRT), and Command Logistics Review Team Expanded (CLRTX).

**Applicability.** This pamphlet applies only to the Army National Guard (ARNG).

**Interim Changes.** Interim changes

are not official unless authenticated by the Executive, NGB. Interim changes will be destroyed on the expiration dates unless sooner superseded or rescinded.

**Suggested Improvements.** Users of this pamphlet are encouraged to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to NGB-ARL-CL, Washington, DC 20310-2500.

**1. Purpose**

The purpose of the CLRP is to assist states and units/activities in identifying and resolving logistics problems that are adversely impacting on logistics readiness.

**2. Explanation of terms**

**a. CLRP.** An assessment and assistance program directed toward in-depth logistics reviews of ARNG unit and installation logistics operations and the command/installation logistics posture to identify and resolve problems adversely affecting readiness.

**b. CLRT.** A team established by CNGB to implement the CLRP. Each team is composed of highly skilled technicians and specialists operating under a senior military logistician in the grade of colonel who serves as the team chief. A CLRT will visit each state at least once every 3 years.

**c. CLRTX.** A CLRTX is a CLRT

that has been augmented by representatives from one or more commands/agencies; e.g., Headquarters, Department of the Army (HQDA), U.S. Army Materiel Command (USAMC), U.S. Army Forces Command (FORSCOM), U.S. Army Training and Doctrine Command (TRADOC), U.S. Army Logistics Evaluation Agency (USALEA), and other major Army commands (MACOMs) or agencies as required.

**d. Special reviews.** A special CLRT visit which may be conducted in those cases where observations noted during a regularly scheduled review indicate a need for follow-up assistance. Additionally, The Adjutant General (TAG) may request reviews when special assistance is desired. State requests will be evaluated on a case-by-case basis and supported within available resources and time constraints. Teams will be configured to meet the specific needs of each special review.

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### 3. General

a. AR 11-1 establishes the requirement for NGB to implement the CLRP in the ARNG. The CLRP is one of the primary programs used to achieve logistics readiness in the ARNG.

b. The CLRT/CLRTX is established by the Chief, National Guard Bureau (CNGB) to perform logistics readiness assessment/assistance visits to each state, Puerto Rico, the Virgin Islands, Guam, and District of Columbia (hereafter referred to as state).

c. Guidelines on the methodology and procedures used to conduct ARNG CLRT/CLRTX visits are at appendix A. At appendix B are the administrative and support requirements for CLRT visits.

### 4. Objectives

The objectives of the CLRP are to--

a. Improve the logistics readiness and sustainability of the ARNG in the field.

b. Enhance the logistics posture of command/installation support activities.

c. Assist in all areas of logistics management and procedures.

d. Foster command involvement in disciplining logistics operations.

e. Verify established procedures in support of logistics readiness and the attainment of logistics readiness objectives.

f. Verify adequacy of logistics doctrine and procedures, validate unit/activity compliance with doctrine and procedures, assist in user education, and recommend solutions to problems.

g. Provide a means to identify problems that reduce or degrade readiness of units and to identify those policies and procedures used by support activities that may degrade logistics readiness.

h. Use vertical analysis techniques to determine at which level problems exist and the appropriate level for correction of those problems.

i. Provide advice and assistance concerning mobilization, supply, maintenance, transportation, automatic data processing (ADP), personnel, and/or funding problems that impact on logistics readiness. Exchange ideas/programs that are working in the various states/territories.

j. Provide advice, information, and assistance in achieving optimum distribution of actual and programmed logistics resources.

k. Provide logistics readiness status to TAG, Chief, Logistics Division (NGB-ARL) and the CNGB.

l. Assess HQDA DCSLOG items of special interest as provided by USALEA.

m. Verify logistics mobilization plans, files, policies and procedures to ensure compatibility with DA/NGB guidance. Provide recommendations and assistance to ensure logistics readiness supportability of ARNG units in the event of mobilization.

### 5. Responsibilities

a. The CNGB will--

(1) Establish CLRP and conduct periodic CLRT/CLRTX visits to the states.

(2) Assign specific staff responsibilities for coordination and supervision of the CLRP and the CLRT/CLRTX team. The Chief,

NGB-ARL, is assigned overall responsibility for administering the CLRP; other divisions support as required.

(3) Provide HQDA, U.S. Army Armament, Munitions, and Chemical Command (AMCCOM), FORSCOM, TRADOC, each Continental U.S. Army (CONUSA), USALEA, U.S. Army General Materiel and Petroleum Activity (USAGMPA), U.S. Army Logistics Center (USALOGC), U.S. Army Central TMDE Activity, the Professional Education Center (PEC), NGB staff, and the states, with a fiscal year schedule (FY) of CLRT/CLRTX visits by 31 May each year.

(4) Request that USALEA arrange for expansion of CLRT/CLRTX visits, as required after NGB evaluation and application of local resources. Identify specific areas and/or agency in which expertise is required; e.g., repair parts, General Services Administration (GSA), calibration, etc. Requests will be submitted at least 105 days before scheduled visit.

(5) Provide participating MACOMs/agencies and the states scheduled for review with a list of the specific units to be visited, team composition, and exact CLRT/CLRTX visit dates no later than 45 days prior to visit.

(6) Provide copies of CLRT/CLRTX report to the State Adjutant General at the exit briefing.

(7) Submit reports of CLRT/CLRTX visits to the Commander, USALEA (LOEA-OS), within 21 workdays after each visit. (Exempt information requirement, AR 335-15, para 7-2u.)

(8) Initiate actions as required to amend NGB regulations/directives or request changes to DA or MACOM/agency regulations/directives as a result of CLRT/CLRTX observations.

(9) Report solutions to problems observed during respective CLRT/CLRTX visits directly to the visited state with information copies to USALEA (LOEA-OS) and the

appropriate MACOM.

(10) Provide additional manning for CLRT/CLRTX visits based on special logistics readiness problems within units and commands which correspond to DA Staff areas of responsibility.

(11) Submit a CLRT/CLRTX follow-up letter for each state NLT 45 calendar days after the visit. This letter will include status of remedial actions concerning problems referred to the MACOM for action.

(12) Resolve problems noted during other MACOM CLRT/CLRTX visits, as required.

(13) Provide program and budget support for ARNG CLRP.

(14) Review, analyze, and publish logistics readiness trends.

b. The State Adjutants General (AG) will--

(1) Assign specific staff responsibilities for coordination with and support of CLRT/CLRTX visits.

(2) Notify state activities/units to be visited by CLRT/CLRTX and ensure that appropriate personnel and records are available at each activity/unit visited at the scheduled date and time.

(3) Provide necessary surface or air transportation for the team to visit selected activities/units identified in CLRT/CLRTX letter of notification.

(4) Review CLRT/CLRTX reports and ensure that appropriate action is taken to correct any deficiencies noted by the CLRT/CLRTX in operating policies/procedures at state/unit/activity level.

(5) Be encouraged to provide a general officer to participate in entrance and exit briefings to emphasize the importance of the program.

c. The USPFO will--

(1) Assign officer personnel, as necessary, to work with and

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administratively support the CLRT/CLRTX.

(2) Identify to the CLRT/CLRTX any short-falls in resources that are having an adverse impact on the USPFO and/or units/activities in the state in accomplishing their assigned mission and/or attaining their prescribed readiness objectives.

(3) Identify to the CLRT/CLRTX any policies or procedures of higher headquarters that are having adverse effects on the logistics readiness of supported units/activities.

(4) Review CLRT/CLRTX reports and take action to correct deficiencies identified in USPFO operations or in USPFO specified operating procedures for supported units/activities.

(5) Assist the state Adjutant General in accomplishing those responsibilities outlined in b above.

d. The State Plans, Operations, and Training Officer (POTO) will--

(1) Provide CLRT/CLRTX access to Unit Status Report (USR) data for all reporting units.

(2) Ensure personnel conversant with readiness systems, mobilization and ammunition management, and physical security are available to work with CLRT/CLRTX representatives.

(3) Provide CLRT/CLRTX representatives with state plans, policy, and procedures published for readiness, mobilization, ammunition, physical security, and other areas required by the CLRT/CLRTX chief.

e. The State Surface Maintenance Manager (SMM) will--

(1) Provide CLRT/CLRTX representatives access to materiel condition status reporting (MCSR) records.

(2) Provide CLRT/CLRTX representatives with plans, policy, and maintenance information pub-

lished by SMM.

(3) Ensure personnel are available to work with and escort CLRT/CLRTX representatives at maintenance activities selected for visit by the CLRT/CLRTX.

(4) Provide for vehicle support to the CLRT/CLRTX, within available resources, to allow for maximum coverage of units and activities by the team.

f. The State Army Aviation Officer (SAAO) will--

(1) Provide CLRT/CLRTX representatives with plans, policy, and information relating to state aviation programs.

(2) Ensure that personnel are available to work with and escort the CLRT/CLRTX representatives at selected aviation activities within the state; and that applicable records and files relating to aircraft availability, maintenance and supply, and other areas required by the team chief, are accessible at each activity visited.

(3) Provide for aviation support to the CLRT/CLRTX, within available resources, to allow for maximum coverage of units and activities by the team.

g. The State Facility Management Officer (FMO) will--

(1) Provide CLRT/CLRTX representatives access to files and records relating to energy conservation, environmental management, accounting for O&M funds, backlog of maintenance and repair (BMAR), physical security, and other areas required by the team chief.

(2) Ensure personnel trained in the above aspects of facilities management are available to work with and escort CLRT/CLRTX representatives, as necessary, for conduct of the visit.

h. The CLRT/CLRTX Chief will--

(1) Obtain advance data on problem areas and select experts in

these areas as team members. If resources are not available, the team chief will request assistance from higher headquarters or USALEA as appropriate.

(2) Assign specific subjects for review to each team member, except the HQDA and USALEA representatives, who will be assigned their responsibilities by USALEA. USALEA will coordinate these assignments with the team chief.

(3) Develop a detailed plan for each visit, including methods for a vertical assessment of logistics systems to be reviewed.

(4) Brief team members before each visit and explain the plan.

(5) Conduct entrance and exit briefings with representatives named by the visited command, installation, or activity.

(6) Review each observation submitted by team members to ensure that they have--

(a) Clearly defined significant problems.

(b) Identified solutions to problems and commands or activities responsible for correcting them.

(c) Discussed problems and underlying facts with command and staff members visited.

(d) Referred problems to other team members for further inquiry, when needed.

(e) Traced each problem to its source.

(7) CLRT/CLRTX Report. The report will include--

(a) A letter summarizing areas and functions observed, citing commendable and major problem areas.

(b) A list of CLRT/CLRTX members, including the unit/activity, office symbol, and duty phone number.

(c) An index of observations by functional area that lists the agency, unit, or command responsible for correcting the problem.

(d) A DA Form 4965-R (Command Logistics Review Program Observation Worksheet) documenting problems and recommended corrective action. (See Table A-1.)

## 6. CLRT/CLRTX composition

a. Normally, the team will be composed of members with expertise in the following areas:

(1) USPFO logistics systems management.

(2) Surface maintenance management.

(3) Aviation maintenance management.

(4) Aviation supply management.

(5) Unit supply management.

(6) Logistics readiness management.

(7) Petroleum management.

(8) Ammunition management.

(9) Mobilization logistics management.

(10) Transportation management.

(11) Food service management.

(12) TMDE/calibration management.

(13) Installation/facilities management and environmental management.

(14) Tactical automation management.

(15) Energy management.

b. Other MACOMs, HQDA, USALEA, U.S. Army Logistics Center (USALOGC), U.S. Army Technical Support Activity (USATSA), Defense Logistics Agency (DLA), GSA, USAGMPA, U.S. Army Central TMDE Activity and other activities may provide personnel when requested by CLRT/CLRTX chief.

## 7. Review

The CLRT/CLRTX is basically assistance oriented and designed for identification and resolution of problems at various levels.

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Maximum benefit is derived from the visit only when there is a direct interaction between state functional personnel and CLRT/CLRTX members. In that regard, AGs/USPFOs are urged to have principal staff available for attendance at en-

trance and exit briefings. Additionally, key representatives at operational and supervisory levels in each of the areas specified in paragraph 6 should be available to work closely with CLRT/CLRTX counterparts throughout the review.

## Appendix A CLRT Procedural Guide

### A-1. Scope

This appendix provides general guidelines on the methodology and procedure to be used to conduct ARNG CLRT/CLRTX visits. It covers the preparation, execution, and followup phases of the program.

### A-2. General

a. Units selected for review will normally be those of the highest priority within the state.

b. Other organizations and activities to be reviewed are--

(1) State headquarters staff, to include POTO, Military Support Plans Officer (MSPO), State Mobilization Readiness Officer, SMM, SAAO, and FMO.

(2) USPFO.

(3) Surface maintenance activities--Combined Support Maintenance Shops (CSMS), Organizational Maintenance Shops (OMS), Mobilization and Training Equipment Sites (MATES), and Unit Training Equipment Sites (UTES).

(4) Aviation maintenance activities--Army Aviation Support Facilities (AASF), Army Aviation Flight Activities (AAFA), and Aviation Classification Repair Activity Depots (AVCRAD).

(5) Training site activities--Major Training Areas (MTA) and Local Training Areas (LTA).

c. Since the ARNG CLRT/CLRTX program is fundamentally assistance oriented, it is highly recommended that AG/USPFO provide the CLRT/CLRTX coordinator with specific problem areas or areas where assistance is needed before conducting the visit. This will allow for advance preparation by the team.

d. Team members will attempt to

assist in applying or recommending corrective action wherever possible. Actual informal instruction will be given within time constraints.

e. Observations not reconcilable on the spot will be fully examined with functional and supervisory personnel of the unit/activity being reviewed and with any other CLRT/CLRTX members having an interest in the area or system under review.

f. Observations will be recorded on DA Form 4965-R and submitted to the team chief for final approval. DA Form 4965-R (Command Logistics Review Program Observation Worksheet) will be reproduced on 8 1/2-by 11-inch paper. A copy for reproduction purposes is located at the back of this regulation.

g. When disagreement exists between team members and personnel at state level, the team chief and functional area supervisor will resolve the difference before finalizing the report.

### A-3. Sequence of events

a. *Preparation phase.* This phase begins with publication of a schedule of CLRT/CLRTX visits for the upcoming fiscal year. This schedule is published by 31 May and disseminated to USALEA (LOEA-OS), MACOMs, and the states. One hundred and five days prior to the visit, identify special areas requiring team augmentation by external agencies and coordinate with DA, MACOMs, and other activities as needed for the required support. Ninety days prior to visit, a CLRT/CLRTX notification letter is dispatched to the state. This provides the basic information on units/activities scheduled to be visited and identifies additional administrative requirements.

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b. The following are accomplished within 30 days before each visit:

(1) Review by team members of previous CLRT/CLRTX, Annual General Inspections (AGI), Army Audit Agency (AAA) reports, and available sources of information, which will assist in focusing on logistics management and readiness issues where the CLRT/CLRTX can provide assistance. Team composition is adjusted accordingly.

(2) Development of a detailed plan addressing the method to be used for a vertical assessment of all logistics and readiness systems to be reviewed within the state.

(3) Briefing and review of the plan by all team members before departing for the state to be visited.

(4) Coordination by all team members for their respective areas of review to include contact with state level counterparts for special requirements.

c. **Execution phase.** This phase begins with arrival of the team in the state. The following is the typical format for conduct of the review:

(1) A final coordination meeting is conducted by the team chief for all CLRT/CLRTX members upon arrival in the state.

(2) On the first day of the visit an entrance briefing is conducted for the State Adjutant General and members of the staff. The briefing will include the purpose, scope, and manner in which the review will be conducted in each functional area. At the conclusion of the briefing, the review begins as follows:

(a) A section of the team referred to as the core group, normally consisting of specialists in food service, logistics readiness, mobilization management, and supply management, travels to pre-

viously selected units/organizations to conduct a "bottom up" review of their respective areas.

(b) The remaining team members begin reviews of their respective areas as outlined in paragraph 6.

(c) Observations are discussed with counterparts, recorded in draft form, and submitted to the team chief for review at the end of the day. Typing of observations begins.

(3) The second day is a full day of review for the core group and all team members. Observations continue to be submitted to the team chief for review. Typing of observations continues.

(4) The third day is a full review for the entire team. The team chief will meet with each team member to review all observations at the end of the day. Typing of observations continues.

(5) The fourth day consists of all members finalizing their respective reviews. Typing of the report continues until completion. A series of mini-briefings are conducted in each of the major functional areas by individual team members. All CLRT/CLRTX observations are reviewed and initialed by the team chief and the designated representative of TAG.

(6) The fifth day, a final exit briefing is conducted by the team chief for the AG and his key staff summarizing the entire review. Copies of the final CLRT/CLRTX report are provided to the AG.

d. **Follow-up phase.** Action taken on all unresolved observations requiring resolution above state level will be addressed in writing to the respective AG/USPFO within 45 days after the close of the visit.

(1) USALEA will prepare direct responses to the AG of visited state for observations requiring action by agencies external

to the ARNG. Copies of these responses will be provided to the Chief, NGB-ARL-CL.

(2) NGB CLRT will prepare a final letter covering observations noted for NGB resolution addressed to the respective AG.

(3) TAG will not be required

to formally respond to CNGB as a result of the CLRT/CLRTX report. However, NGB may require progress reports on specific problem areas noted for state level resolution.

**Table A-1**

**Preparation Instructions for DA Form 4965-R**

**Block**

1. Major Army Command	Enter two-letter state abbreviation and ARNG.
2. Date of Visit	Enter inclusive dates.
3. Installation/Activity	Enter units/activities visited.
4. Type of Visit	Enter code: T - CLRT; X - CLRTX, S - Special Projects Team
5. Type of Unit Visited	
6. Observation Number	Enter major category number followed by a dash and sequence number.
11. Resolution Level	Enter code where problem observed should be corrected: L - Local; M - MACOM; S - Outside MACOM
18. Subject of Observation	Enter major category - Subject of Observation.
19. Discussion of Observation	Enter details of observation and impact on readiness.
20. Recommendation (Corrective action)	Enter how to correct problem observed.
21. Action Taken	To correct situation/condition, if applicable; also for identifying repeat observations.
22. Name(s) of Individual(s) Contacted	Enter title/rank and last name(s) only.
23. Organization	Enter the organization of individual(s) contacted.
24. Telephone (Autovon)	Enter AUTOVON of individual(s) contacted.
25. Name of Observer	Enter title/rank and last name of individual making observations.
26. Organization	Enter the organization of individual making observation.
27. Telephone (Autovon)	Enter AUTOVON of individual making observation.

Do not complete the following

Blocks: 1a, 1b, 3a, 3b, 7, 8, 9, 10, 12, 13, 14, 15, 16, and 17.

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## **Appendix B Administrative and Support Requirements**

### **B-1. Notification**

States notified that they are to receive a CLRT visit will provide the following in support of the visit:

#### **a. Designation of a state POC.**

The CLRT/CLRTX will coordinate all administrative and support requirements through the designated POC.

**b. Briefing area.** A briefing area that will accommodate state staff and up to 21 CLRT/CLRTX members.

**c. Slide projector.** A 35mm slide projector with carousel and screen for the entrance briefing.

**d. Administrative area.** A separate administrative area within the office of the USPFO with access to AUTOVON communications. This area will serve as the base of operations for the CLRT/CLRTX and will be used for daily team meetings.

#### **e. Office for the Team Chief.**

A separate office near the CLRT/CLRTX administrative area, with telephone, for use by the Team Chief.

#### **f. Equipment/supplies to assem-**

**ble the report.** The following items should be available for use by the CLRT/CLRTX.

(1) Two printers, ALPS P2000G.

(2) One case of paper, tabulating machine, continuous flatfold 8 1/2 x 11-inches.

(3) Two additional ribbons for the above printers.

### **B-2. Review process**

In order to facilitate the review process, selected information system products must be available to the CLRT/CLRTX upon their arrival. Specific automated listings required will be identified in the notification letter sent to the visited state 45 days before the visit.

### **B-3. Computer time**

In addition to the above, two hours of computer time may be required by the logistics systems CLRT/CLRTX member on the first day of the review.

### **B-4. Escort requirement**

An escort is required for the core group to assist in locating units and to act as the state liaison. Additionally, aviation and TMP vehicle support may be required for the core group to allow them to operate within time/distance constraints. Specific requirements will be coordinated by the CLRT/CLRTX coordinator at least 30 days before the visit.

By Order of the Secretary of the Army:

HERBERT R. TEMPLE, JR.  
Lieutenant General, USA  
Chief, National Guard Bureau

Official:

TOMMY L. DANIELS  
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**COMMAND LOGISTICS REVIEW PROGRAM OBSERVATION WORKSHEET**

For use of this form, see AR 11-1; the proponent agency is DCSLOG

**Instructions:** Items 1a, 1b, 3a, 3b, 7, 8, 9, 10, 12, 13, 14, 15, 16, 17 are for USALEA use only. All other blocks will be completed by the visiting team.

1. MAJOR ARMY COMMAND/CONUSA (Of unit visited)		2. DATE OF VISIT		3. INSTALLATION/ACTIVITY	
1a 1b				3a 3b	
4. TYPE OF VISIT (Select one code) T-CLRT; X-CLRTX; S-Special Projects Team		5. TYPE OF UNIT VISITED (Select one code) A-Active; R-USAR; N-NG		6. OBSERVATION NUMBER (Not to exceed 12 characters)	
7. FUNCTIONAL CODE (Effectd)		8. FUNCTIONAL CODE (Causative)			
9. PUBLICATIONS					
10. FORMS					
11. RESOLUTION LEVEL (Select one code) L-Local; M-MACOM; S-Outside MACOM		12. WEAPONS SYSTEMS CODE		13. LOGISTICS SUPPORT ELEMENT	
14. FOLLOW-UP REQUIRED?		15. SPECIAL INTEREST ITEM		16. REPEAT OBSERVATION	
YES NO					
17. ASSOCIATED COST/SAVINGS					
18. SUBJECT OF OBSERVATION					
19. DISCUSSION OF OBSERVATION					
20. RECOMMENDATION (Corrective action)					
21. ACTION TAKEN (Corrective action, if applicable, otherwise for MACOM use.)					
22. NAME(S) OF INDIVIDUAL(S) CONTACTED		23. ORGANIZATION		24. TELEPHONE (AUTOVON)	
25. NAME OF OBSERVER		26. ORGANIZATION		27. TELEPHONE (AUTOVON)	